

***City Council
Special Meeting
Board & Commission Interviews***

Tuesday, February 26, 2019

City Hall, Spruce Room

749 Main Street

6:00 PM

- 1. CALL TO ORDER**
- 2. APPROVAL OF AGENDA**
- 3. DISCUSSION OF INTERVIEW QUESTIONS & PROCESS**
- 4. INTERVIEWS OF REVITALIZATION COMMISSION APPLICANTS**
- 5. DISCUSSION & IDENTIFICATION OF POTENTIAL APPOINTEE**
- 6. ADJOURN**

City Council
Revitalization Commission Interviews

Tuesday, February 26, 2019

6:00 PM

City Hall, 749 Main Street, Spruce Room

TIME	NAME
6:00 PM	Discussion of Interview Questions & Process
6:15 PM	Alexis Adler
6:30 PM	Sherry Sommer
6:45 PM	Darryl LaRue - <i>by phone</i>
7:00 PM	Michael Menaker*
7:15 PM	BREAK
7:30 PM	Debra Baskett
7:45 PM	Rich Bradfield
8:00 PM	Mark Cathcart
8:15 PM	Discussion & Identification of Potential Appointee for Vacancy

* applying for reappointment

	Briefly explain your interest in serving on the Revitalization Commission.
Alexis Adler	<p>Since buying a home in Louisville with my husband three years ago, I have developed a deep connection with my city and neighborhood community. I am committed to Louisville's vitality and am eager to be a part of its future. My interest in serving on the Louisville Revitalization Commission (LRC) stems from my passion for contributing to my community's vitality and sustainability, and my educational and professional experience in Colorado's public and nonprofit sectors. Since moving to Boulder County eight years ago, I have observed the City of Louisville develop its residential and commercial areas and stimulate local growth. As a resident, business owner, and young professional committed to raising a family in this community, I am eager to bring my enthusiasm and expertise in economic development, local government, social entrepreneurship, and community building in Boulder County, to offer recommendations for revitalization efforts. If appointed to the LRC, I look forward to integrating the skills I have gained through my Master's in Public Administration and professional experience working for and partnering with local governments including the City of Boulder, City of Fort Collins, and City of Denver, and public universities including the University of Colorado Boulder and Colorado State University. My interest in serving on the LRC intersects with my personal and professional drive to spur innovation and collaboration among diverse groups. My volunteer experience serving as Vice-Chair of Boulder's University Hill Commercial Area Management Commission, launching a sister city program, coordinating community education, and collaborating with Boulder Startup Week equips me to serve the Louisville community on the Revitalization Commission.</p> <p>I hope for the opportunity to contribute my perspective and experience in the continued development of the Highway 42 Revitalization Area, the proposed 550 S. McCaslin Urban Renewal Plan, redevelopment of the McCaslin corridor, and other initiatives important to the community. It would be my honor to serve the City of Louisville in this capacity and to assist in the stimulation of growth, while maintaining a sustainable community.</p>
Sherry Sommer	<p>"What is the shared vision of the Council and the LRC? We need a better vision of how money will be invested." This was Dennis' observation following impassioned discussion of the LRC's proposed parking structure. Common vision is exactly what is needed to move forward. I believe it is completely possible for the LRC to identify and pursue projects which fulfill the mandate of the Urban Renewal Districts and which the public and Council will support. I'd like to be a part of this work.</p> <p>I would add value to the Commission's conversation because my views represent what a huge percentage of the population would like to see happen in Louisville. These views are not currently represented by the LRC. What I hear the public asking for, and what I also would like to see in the area, is greater connectivity, scale of development that fits our small town, and forward looking transportation solutions. These are ideas that I believe would not only enhance the quality of life for current residents, but would also contribute to long term economic vitality, which is the mission of the LRC. Louisville attracts both residents and nonresidents alike because of its charm, scale, and safety. These are qualities that need to be protected and which will benefit business in the long run. The gap between what the LRC can propose and what the community wants can be bridged.</p> <p>Additionally, directions city staff have proposed seem completely reasonable from my perspective and I believe they would have strong public support. Somehow these views need to be heard and responded to. Earlier this year Aaron DeJong proposed several ideas for the LRC to consider adding to their latest budget – streetscaping in downtown, improved safety along Highway 42, and an underpass under 42. The parking garage was the primary project on the table but other promising opportunities need to be explored as well. These can be looked at in the future.</p> <p>In spite of the disconnect we saw in the parking structure discussion, I believe there is a lot of room for common ground between the LRC, the public, Council, and city staff. It would be gratifying to work toward providing improvements that many people in our community would support and benefit from.</p>
Darryl LaRue	<p>I moved to Louisville a little over 5 years ago. The majority of my life was spent on the coasts, specifically NY and LA. While it is somewhat of a long story, the only reason I moved to the area was one fateful day when I, my wife and two kids (1 and 4 at the time) stumbled on Sweet Cow in Louisville. We had already made a decision not to move to the area because we had spent most of our time during that visit in Boulder. Louisville changed our minds...</p> <p>5 years later, I have seen some of that luster wear off. While there are fantastic things that have happened in the city including the new rec center and maintenance of street faires (albeit watered down), I think the approach to new ideas and growth has been approached with a fearful and reticent eye.</p> <p>Change and openness to new ideas and approaches will help our community continue to grow and thrive and I am definitely in that camp as opposed to the folks that just want everything to stay the same.</p>
Michael Menaker	I have been a member of the LRC since February 2007, when Mayor Sisk and Council expanded the LRC from five to seven members. While the LRC has accomplished a great deal in the intervening years, there is still much to accomplish within the Urban Renewal Area. I would like to serve another term to continue and build upon the work we've begun to fulfill the mission of the LRC.
Debra Baskett	<p>City of Louisville elected leaders, staff, residents and business representative have valued, planned and invested in the health and vitality of the city for many decades; protecting and activating our downtown, preserving existing neighborhoods and creating new ones, investing in open space and trails, new public facilities, and building and maintaining roads and safe mobility options for all members of the community. Louisville's leadership recognizes we are part of a regional system, and collaborates with neighboring communities to attain near and long term goals.</p> <p>As a resident of Boulder County for more than 30 years, I have been keenly aware of the vision of the city, and observed and enjoyed the many initiatives and evolution of this small but mighty community. I have deeply empathized with the challenges of recovering from economic downturns, the impact of the 2013 flood, and the frustration of the long promised Northwest Rail.</p>

	<p>I am interested in serving on the Revitalization Commission to contribute my experience integrating transportation and land use planning to create strong and resilient communities. The opportunity to participate in protecting the unique asset of downtown and to continue the transformation of the SH 42, South Boulder Road and McCaslin corridors would be an honor.</p>
Rich Bradfield	<p>I am interested in serving on the Revitalization Commission due to a need for qualified and experienced individuals to serve as commissioners, and my belief that I possess the basic experience and qualifications to make solid contributions to the commission. Further, the Revitalization Commission addresses problem areas for the city, some of which are quite vexing, which I am optimistic will be improved through meaningful citizen input and work. I am willing to volunteer my time and energy to help with those efforts as I have done for the Rec Center Task Force, and for the Recreation Advisory Board.</p>
Mark Cathcart	<p>I am a new resident, I have lived in Louisville for just 3-years. I live in the area covered by the Urban Renewal Plan, at the former Rodeo grounds in the North End development. I am the Senior Director on the master HOA board, covering the entire neighborhood/development.</p> <p>I have a long history of being actively involved with my neighborhood and city. I have participated in local planning, construction and governance in the UK, Austin Texas, and now in Louisville Colorado. I am currently a member of the City of Louisville Cultural Council, serving in my second year.</p> <p>As a "stay at home Dad" with no plans to return to work, I believe I have both the time, and energy to provide value to the LRC. My background as an Executive Director at both Dell and IBM, will give me the business skills, and planning, to provide valuable input, as well as, where needed, outreach.</p> <p>I believe the LRC has a key role in exploring ways to both keep Louisville vibrant. Key to that is to keep the existing building stock supported, and working with the city and businesses on replacing necessary properties and updating land use, as needed.</p>

	What background do you have with urban renewal or tax increment financing projects?
Alexis Adler	<p>For my Master of Public Administration Capstone project, I worked with the City and County of Denver Mayor's Office of the National Western Center to aid in the development of an Agribusiness Innovation Center at the future National Western Center campus. Funding for the National Western Center comes from a variety of sources, including Regional Tourism Act funds administered by the Denver Urban Renewal Authority (DURA). The RTA funding accounts for approximately 14% of the total finance plan for phases 1 and 2 of National Western Center. DURA also provided a report for the Mayor's Office to support strategic planning regarding the proposed relocation of the National Western Stock Show Complex. For increased project context and understanding, I met with Executive Director of DURA, Tracy Huggins. For my research, I conducted mixed methods analysis for benchmarking community engagement practices of 36 innovation centers/incubators across the United States. I provided recommendations to the Mayor's Office of the National Western Center for ways to engage neighborhood residents, businesses, nonprofits, and local educational institutions in the future Agribusiness Innovation Center at the National Western Center. To develop the innovation center concept, I worked in partnership with the NextGEN Agribusiness Strategy Team, including the Executive Director of the National Western Center Office, Denver's Chief Economist and Denver's Office of Economic Development.</p> <p>In my work with the City of Boulder's Department of Community Vitality, I assisted in the development of the Boulder Civic Area. Boulder's 9th and Canyon Urban Renewal Plan was a key component of the Civic Area project and included the development of a Civic Use Pad adjacent to the St. Julien Hotel. In my job with the Civic Area project, I helped facilitate working groups in the areas of innovation, arts, and local foods to seek recommendations for capital development. We gathered local business stakeholders, non-profit representatives, and thought leaders to discuss future capital redevelopment projects in the Boulder Civic Area. Capital projects included an Arts and cultural facility, an indoor farmer's market and an innovation center. I also researched and analyzed current meeting space usage to formulate projections of future redevelopment in the area.</p>
Sherry Sommer	<p>I have not worked professionally in urban renewal or tax increment financing. Nevertheless, I would bring a valuable and informed perspective to the LRC. Any further knowledge that I would need to have could be learned.</p> <p>One thing I have noticed through attending city meetings and taking part in workshops is how much professional background shapes worldview. This can be an asset, but it can also be a limitation. People are trained to think and respond in certain ways through their training, and this training can create a very powerful lens through which they see the world. I think this can sometimes be one source of the very common occurrence we see in politics-people speaking past one another, unable to come to shared understandings or direction. Does this mean I discount professional experience in politics? Absolutely not! I do think, however, that it would be beneficial for conversation in the LRC to include my voice. A citizen like myself who is living life in Louisville, cares about the direction of the town, and who can relate to the viewpoint of many other citizens has something important to offer in a discussion.</p> <p>Having said this, I think it's very important to be well versed, and I would be committed to learning all that I could about TIF and urban renewal. I love learning, both inside and outside of the classroom. I have a B.A (Phi Beta Kappa) from Colorado College, an M.A from C.U. Boulder in Political Science, and an M.A in Teaching English as a Second Language from UCD. Along the way I have exposure to a wide variety of classes, including several in statistics which would help me work in this position. In addition to my formal education, I read widely on a variety of topics and am continually learning. Of course, learning isn't just academic-I believe it is essential to look to mentors for advice and perspective, and I continually look for people I can learn from. There are many well informed and experienced individuals in our city and on our staff and they would be an invaluable resource. Given my background and interests, I have confidence that I could understand and work with people and with any information necessary to be successful in this position.</p>
Darryl LaRue	<p>I have built multiple technology businesses on both coasts and have sold two of them. I have run companies of 1-100 employees and have been an executive in companies with 100s of thousands. Operations, sales, negotiations, relationship management and marketing are in my DNA.</p> <p>I do not have experience in tax increment financing projects, but I am a quick study and believe my background will provide a new view.</p>
Michael Menaker	As a member of the LRC for the past eleven years, I have participated in every discussion about financing alternatives for urban renewal projects in Louisville. I am familiar with all the details of the LRC issued and privately purchased bonds used to finance critical infrastructure in the urban renewal area. And, I have complete familiarity with the most current revenue/ expense/budget projections.
Debra Baskett	I do not have direct experience with urban renewal or tax increment financing projects. During my 30 year career in public service for three local governments along the US 36 corridor, RTD and as the first Executive Director of Commuting Solutions I have helped create land use and transportation plans laying the foundation for development and redevelopment. My leadership in coordinating policy, planning, communication and advocacy have helped to lay the foundation for successful development and redevelopment.
Rich Bradfield	I have no direct experience with urban renewal or tax increment financing projects. I do have training and experience in: corporate planning, financial analysis for mergers & acquisitions and new business projects, budgeting, cost accounting, reporting and policy analysis.
Mark Cathcart	<p>2007-2010 - Planning Contact Officer for Austin Texas historic, downtown, home of "Keep Austin Weird" Neighborhood.</p> <p>In this role, as well as working with home owners and business to review their initial designs and planning applications, Mark was responsible for sheparding through his neighborhood, the convertial Vertical Mixed Use ordinance enabling overlay districts on existing planning/zoning maps. I was able to secure neighborhood approval for the key South 1st, Oltorf and South Congress transit corridors, including the historic and travel destination of South Congress. The nighborhood also agreed to adopt an affordable housing elemnet in exchange for minimum parking requirements. This is still paying off today, some 8-years later as older properties, which are at the end of life, or no longer an appropriate use, get replaced.</p>

	<p>I resigned from this role in 2009 to avoid a conflict of interest with a neighboring restaurant that I was in a illegal construction fight with.</p> <p>2010-2014 Austin (light) rail advocate. I have long been in favor of rail as an alternative form of transport, having grown up in the UK. However, as CapMetro went ahead with it's initial Project Connect, with support from the city, I joined together with a small number other activists to form the core of the OUR RAIL Political Action Committee as part of the NO Campaign, The route chosen was to enable more construction, rather than address the existing, extreme congestion on the University of Texas to downtown route. I funded print ads as well as contributed to TV ads. The rail project was partly funded through TIF. It was though defeated by voters and Austin is still fighting even worse traffic, as most of the proposed construction went ahead anyway.</p> <p>2012-2014 Member of the Bouldin Creek Neighborhood Association, Austin TX.</p>
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	Describe your understanding of the Highway 42 Revitalization Area Plan.
Alexis Adler	<p>The LRC was organized primarily in response to the Highway 42 Revitalization Project, which included potential financing options for proposed public improvements within the area. In 2003, the Highway 42 Revitalization Area Framework Plan was developed to create a transit oriented, mixed-use development around a potential commuter rail station. In 2006, City Council approved the Highway 42 Revitalization Urban Renewal Plan to reduce the spread of blight in the area and to stimulate growth. The goal of the urban renewal area was to redevelop and rehabilitate the area, including improving the infrastructure and attracting new investment. Findings from the Highway 42 Conditions Survey indicated a presence of adverse physical conditions in the area, including deteriorating structures identified as unsafe or unsanitary, conditions of faulty street and lot layout, inadequate public improvements, and environmental contamination. In 2013, Louisville City Council approved a plan to improve and revitalize the Highway 42 corridor, in response to years of planning and public meetings regarding the area's development. This area began to develop as a mixed use, transit-oriented neighborhood, to function as an extension of Downtown Louisville. In tandem with the revitalization plan, the 42 Gateway Project was also approved in 2013 to provide ways to improve infrastructure and increase access to the Highway 42 Revitalization Area and Downtown Louisville.</p> <p>Over the past several years, DeLo has become the city's first mixed-use redevelopment in the Highway 42 Revitalization Area. The City pledged funding in tax increment financing for public improvements in the area, including sidewalks, roads, and plaza area. While DeLo was originally intended to serve as Louisville's transit-oriented development for commuter rail, development has persisted without the transit component in place. DeLo uniquely provides a direct connection to the downtown through the South Street Underpass and was designed to suit future transit plans. The underpass not only creates a safe connection to Downtown Louisville under the BNSF railway, but also supports urban revitalization and public art. With townhomes, apartments, retail, office space and parking, DeLo has brought growth to this area, attracting prominent businesses including Vic's Espresso and Moe's Bagel. Yet, as a resident and consumer observing the temporary closure of Growler USA, slow foot traffic at Vic's and Moe's, lower occupancy rates at DELO Apartments, and the challenges of office, restaurant, and retail growth at 1025 Cannon St., I am eager to contribute to DeLo's successful future.</p>
Sherry Sommer	<p>My understanding of the Highway 452 Revitalization Project is based on five documents:</p> <p>Conditions Survey (2006)</p> <ul style="list-style-type: none"> • Analysis of conditions undertake to determine if blight was present in the area and if the area was eligible for an unban renewal grant. • The goal of the study was to determine if the City would be allowed through the LRC, to assist in redevelopment of properties and improvements within the defined boundaries. • -Nine conditions of blight were found within the study area and the area was determined to be an urban renewal zone. <p>Cooperation Agreement (2006)</p> <ul style="list-style-type: none"> • Agreement between the City and the LRC. • The LRC was authorized to transact business and exercise powers as an Urban Renewal Authority. • Cooperation between the entities with regard to operating funds, support services, and the oversight of annual budgeting. • Funding is approved by Council • Council provides direction and oversight for expenditures outside of the budget, issuing of bonds, allocation of sales tax increments, and redevelopment agreements. • The City and the LRC cooperate to implement the Urban Renewal Plan approved by the Council but the Council and the LRC are separate legal entities. <p>Urban Renewal Plan (2006)</p> <ul style="list-style-type: none"> • Tasked to reduce, prevent, and eliminate the spread of blight and to stimulate growth and investment in the study area. • Furthers the goals and objectives of the Comprehensive Plan, the Highway 42 Plan, and other relevant policy documents • Improvement of existing structures and infrastructure and prevention of deterioration. <p>Bylaws (2007)</p> <p>Market Study (2008)</p> <ul style="list-style-type: none"> • Conducted once the Urban Renewal Authority with the potential to generate Income had been created. <p>Additionally-Tax Increment Financing:</p> <ul style="list-style-type: none"> • A funding mechanism that is being used to fund improvements in the study area. • TIF dollars can only be used within the urban renewal area. • Net tax revenues are generated by projects in the area. They are used to help fund future improvements. • Calculated by analyzing the amount of additional sales tax and/or property tax that could be generated upon completion of improvements. • Can be used to finance bonds or to reimburse developers for a portion of project costs. • New tax revenue is to be used for improvements that have a public benefit and that support the redevelopment effort. • TIF money can only be used when the area cannot be redeveloped without public investment and when it meets a public objective. Fills gap between project cost and private funding.
Darryl LaRue	I understand it is a plan to revitalize the area south of S. Boulder and how to use the land more efficiently with community input.
Michael Menaker	<p>Adopted in December 2006 the plan states: The purpose of the Highway 42 Revitalization Area Urban Renewal Plan is to reduce, eliminate and prevent the spread of blight within the Urban Renewal Area and to stimulate growth and reinvestment within the Area boundaries, on surrounding blocks and throughout downtown.</p> <p>From its inception, the Louisville Revitalization as a whole, and I as a Commission member, have strived to accomplish exactly that.</p>

	I am particularly proud of the pedestrian gateway which connects Louisville's newest neighborhood - and, two of its oldest and most historic neighborhoods - to downtown. Little Italy and Miners' Field are no longer literally on the "wrong side of the tracks."
Debra Baskett	<p>The hand drawn "Vicinity Map" of the Highway 42 Revitalization Area included on the city's website touches my heart and clearly indicates how this plan is the centerpiece for the city, and so much more than a linear corridor. I have celebrated the success of the Steel Ranch, North End, Alfalfa's and DELO, the opening of the pedestrian underpass, suffered the failed promise of FasTracks to bring rail to the city, and commiserated with the challenges presented to the implementation of Quiet Zones and improved RTD service.</p> <p>City leaders have been envisioning and investing in revitalizing the Highway 42 area for nearly three decades - holding the vision and long view that a mixed use, transit oriented neighborhood which is an extension of downtown can be realized to generate day and night time activity, sales tax revenue, public improvements, and provide the groundwork for the future commuter rail station. I appreciate the planning, investments and tenacity required to take on the challenges of highway, railroad and natural barriers which are the lifeline and edges to the city.</p> <p>The 42 Gateway Plan, South Boulder Road Small Area Plan and Transportation Plan Update all continue the legacy and investment of the original Highway 42 Revitalization Plan.</p>
Rich Bradfield	The Highway 42 Revitalization Area Plan is extensively described on the Louisville city website. While substantial progress has been made on the realization of the vision of this plan, there seems to be more work to be done in accomplishing the inter-governmental work to get traffic controls into place at Highway 42 and Short Street, and in allowing the slated development work to happen, particularly along South Boulder Road. As a retired small businessman, I have concerns about the retail sites within the area. Retail is a challenging sector; developers must have realistic visions and be held accountable to agreements.
Mark Cathcart	<p>I have read both the 2006 Urban Renewal Plan and the 2005/2006 Updated Conditions survey.</p> <p>I understand its' purpose is to maintain the vibrancy of the area covered by the plan by stimulating growth and reinvestment. While the plan area is limited to into and around downtown, the impact will be much broader.</p> <p>I understand that the plans success is dependent on all the key stakeholders, not just the city. Private developers can be attracted through both appropriate and updated land uses while the citizens, or community are key to get buy in to projects proposed through the renewal plan and framework.</p>

	What professional qualifications, skill sets and relevant experiences do you have for this position?
Alexis Adler	<p>My experience in Colorado's public and business sector directly applies to the work of the LRC. Through my MPA at CU Denver, I gained valuable skills in community engagement and innovation on the local level. With the Mayor's Office of the National Western Center, I offered recommendations for local engagement in an agribusiness innovation center. This included partnering with local schools and universities to build the workforce pipeline and investing in diversity and inclusion efforts that engage women and minorities.</p> <p>Collaborating with residents, university administrators, city officials, and local business leaders, I co-founded the first student incubator and co-working space in Boulder and directed community outreach efforts. I advocated to locate Spark in the University Hill Business District, an area with high business turnover. We were successful in creating a self-sustaining business and stimulated significant economic growth in University Hill. In 2013, I was appointed by Boulder City Council to serve on the University Hill Commercial Area Management Commission and was elected Vice-Chair. In this role, I advised City Council on economic development, transportation, and alcohol land use.</p> <p>With the City of Boulder's Economic Vitality Program, I managed the local business outreach program to support business development and administered a business incentives program for high-impact primary employers.</p> <p>As the Community Liaison for CSU and the City of Fort Collins, I created partnerships to foster community relationships, while representing CSU and the City in public meetings, and on committees and task forces.</p> <p>Most recently starting a consulting firm and nonprofit, I have taken on the role of founder and business owner. Consulting for the Boulder JCC, I planned and executed a 6-week exhibit and community educational programs, drawing 2,500+ people. We achieved 40+ community partnerships, including with the City of Boulder, CU, BVSD, faith communities, and other nonprofits. As Executive Director of the Boulder–Ramat HaNegev Sister City Initiative, I have focused on partnerships to establish sister city affiliation through Boulder City Council. I manage operations and strategic planning, while leading program development in innovation, education and sustainability.</p> <p>Finally, my position as co-chair of Boulder Startup Week 2019's new nonprofit track, I serve the community at the intersection of business and public service.</p> <p>My diverse set of experiences and eagerness to contribute to revitalization efforts in different communities of Louisville, that each have diverse needs, have prepared me for this position on LRC.</p>
Sherry Sommer	<p>The two most relevant experiences I have had with regard to the LAC are participation in the Small Area planning process and in DRCOG's Citizens' Academy.</p> <p>First, I was involved in the majority of the Small Area Plan discussions. I became aware of the South Boulder Road discussions perhaps 1/3 of the way through the process, and from then on I attended nearly every Council meeting related to the plan as well as all workshops/events for both South Boulder Road and Mccaslin. I also participated in all requests for public input online. Although I didn't realize it at the time, this was a great way to learn about planning, zoning, the development process, and ways to solicit public opinion, as well as to understand desires the public had regarding development in Louisville. Both plans involve the areas adjacent to and/or in the revitalization zones so this was a great way to learn more about specific needs and issues in the area.</p> <p>This past fall I participated in the DRCOG Citizen's Academy which this proved to be an excellent complement to what I had seen in the Small Area Plans. The program is seven weeks long and consists of lectures, small group interactions, and networking opportunities. Subjects include a wide range of regional issues including transportation planning, city planning, housing, economic vitality, and civic engagement. The overall goal is to help understand the evolution of the Denver Metro area and to encourage residents to act, both individually, and collectively, to enhance the region's success and to address challenges, both emerging and ongoing. Participation in the Academy exposed me to a variety of ideas about urban planning as well as to many people who are making a difference in the area. I learned so much through the process.</p> <p>In particular, the experiences I have had that would be relevant to the Highway 42 Revitalization Plan would be finding ways to support connectivity and transportation. In the definition of blight, there are currently at least two criteria related to transportation predominance of defective or inadequate street layout and the existence of zones that endanger life (along Highway 42) that exist in the redevelopment zone. I would like to take what I learned in the Small Area Plans and the DRCOG program to address these issues. It is imperative that we look at better ways of creating safer and more rational connectivity for pedestrians and bikers, better used of public transportation and of emerging technology in transportation, and better road design.</p>
Darryl LaRue	<p>Taken from my bio:</p> <p>Darryl is an experienced executive leader with strengths in Operations, Development and Selling at both large organizations and startups. His specific roles are mix of sales leadership and executive operations roles (including COO) in Digital Media, Content and Technology. He has lead and mentored teams of 5 to 100, and has overseen business functions including: Technology, Analytics, Support, Operations, Finance, Sales and Marketing.</p> <p>With a mechanical engineering degree from Stanford, the foundation of his career was cemented at GE. After graduating his MBA at Harvard, he transitioned his career into strategy and digital leadership. His learning grounds were at large studios including NBC (then owned by GE), Warner Bros. and DHX.</p>

	<p>Since then, Darryl has taken on progressively challenging roles at startups mostly in operations and technology management. More recently as COO, Darryl lead Trueffect to expand its revenue and to be the leading force in 1st party data analytics through strong operational management and new technology deployment. Darryl is currently COO at the largest multi-family office in Colorado, IWP Wealth.</p> <p>A few highlights:</p> <ul style="list-style-type: none"> - Sold BBE to Viant (later acquired by Time in 2016). Assisted in M&A efforts and lead merger integration - Chief Operating Officer at Trueffect where he built Managed and SAAS practices while leading development efforts of the 2.0 web-based product - Laid the groundwork and launched two new businesses at Warner Bros. including its digital licensing, original programming and content syndication - Developed detailed operations and support processes at Tapingo to accelerate growth and set it up as the leader in the college space - Continues to mentor current and former employees in career decisions and job development - Finished a half ironman in Kona this summer -- yes I can fit in with Coloradans
Michael Menaker	<p>In addition to eleven years working on the LRC, my background is in business-to-business advertising, marketing, and public relations - including community relations and outreach. With a wide and varied number of stakeholders, with different interests and concerns, these skills have been helpful to the LRC and the City in the past, and should be valuable as the LRC and the City propose other projects in the Urban Renewal Area.</p>
Debra Baskett	<p>I am a professional land use and transportation planner with a strong understanding of local, regional and state government.</p> <p>I have served as the City of Westminster's Senior Transportation and Mobility Planner since 2016. I plan, advocate and seek funding for multi-modal transportation options to improve regional connectivity, walkability, and biking and transit options. I collaborate with RTD, CDOT and regional coalitions to create strong mobility policies and to garner funding to implement them. Prior to joining the City of Westminster I served as the City and County of Broomfield's Transportation Manager (July 2005 – July 2016); headed Commuting Solutions, the transportation management organization for the northwest Denver metro region (November 1998 – July 2005); worked as a Transportation Planner at the City of Boulder (1995-1998); and held regional policy and planning positions with RTD, the Denver Metro Chamber, Regional Air Quality Council, and City of Denver.</p> <p>Before the recent privilege to become a Louisville resident, I have been an active civic participant for 30 years in the City of Boulder. I have benefited from being part of the the living lab of growth and development and the challenges they bring.</p> <p>And I read the Daily Camera every day :)</p>
Rich Bradfield	<p>My background includes:</p> <ul style="list-style-type: none"> * An MBA earned at The University of Texas at Austin * Corporate experience at American Airlines, Next Computer, and my own companies in negotiations, corporate finance, reporting, planning, retail business (acquisition, development, management, business sales, etc.), food manufacturing business, professional services business, etc. * Previous service to our community as a member of the Task Force for the expansion of the Louisville Recreation and Senior Center, and as a member and secretary of the Recreation Advisory Board. Also served as a board member at Peak to Peak Charter School. * I am a committed community member, parent and husband.
Mark Cathcart	<p>My business skills cover a broad spectrum of both technical and business areas. Formerly as an Executive Director at IBM and Dell I both participated in, and lead business acquisitions, and the expansion of staff and buildings both domestically and internationally.</p> <p>While at IBM, in the early 2000's I was a key adviser to the CEO in-waiting, Sam Palmisano. I worked on key strategy objectives, while at the same time being the lead technical negotiator for IBM with the European Commission. My work at Dell included the acquisition for \$2.4 billion, of Quest Software. I was responsible for the 400+ Research and Development organization, spread across 4-continent and 7-countries.</p> <p>These roles required a solid knowledge of finance, budgets, funding, legal, personnel, and management, as well as outstanding communication skills. The bulk of my career was spent in the US and UK, I have also worked on assignment in Dubai, China, India and the former USSR(in Moscow).</p>

	APPLYING FOR REAPPOINTMENT ONLY: Should you be reappointed, what would you like to see the Revitalization Commission accomplish in your next term?
Alexis Adler	
Sherry Sommer	
Darryl LaRue	
Michael Menaker	<p>I am deeply committed to ensuring Historic Downtown remains vital and vibrant and continues to see new investment and redevelopment. To that end, I would want to continue the work begun this year to evaluate the design, costs, and other issues surrounding construction of a structured parking garage in downtown. This would have the added benefit of taking parking pressure off the neighboring Old Town streets. The City alone now uses 75+ parking spaces per day...about four full Old Town blocks of available on street parking.</p> <p>I would like to see the LRC and the City do more outreach to property owners within the Urban Renewal Area. It is important that the LRC and the City understand the plans, long- and near-term, the owners have for their properties.</p> <p>The portion of the shopping center to the West of Alfalfa's, the shopping center Tebo owns on South Boulder Road, and the bulk of the center that is home to King Soopers are all performing well below their potential. Increasing the sales tax generated along that corridor would go a long way towards providing a cushion against possible upheaval and vacancies along the McCaslin corridor.</p>
Debra Baskett	
Rich Bradfield	
Mark Cathcart	

2019 Board and Commission General Application

All applicants must complete this general application AND ALSO submit the supplemental questionnaire for each board to which you are applying.

You MUST meet the following criteria to serve on ANY Louisville Board or Commission:

- You must reside in the City of Louisville (exception for Business Retention Cmte)
- You may not be an employee of the City of Louisville

Name of Applicant: Alexis (Lexi) Adler

Date of Birth: [REDACTED]

Home Address: 2537 Evans Ave.

Home Phone Number:

Cell Phone Number: 215-668-3970

Email Address: alexispadler@gmail.com

Occupation: Public sector and nonprofit consultant

Employer: Self-employed

Length of Time Living in Louisville: 3 years

Education: Master of Public Administration, CU Denver

On which Board(s) or Commission(s) would you like to serve?

You must also complete the questionnaire for each board to which you are applying.

- ☐ Board of Adjustment
- ☐ Building Code Board of Appeals
- ☐ Business Retention & Development Committee

- ☐ Recreation Advisory Board
- ☒ Revitalization Commission
- ☐ Sustainability Advisory Board

It is the policy of the City Council to make appointments to the citizen boards, commissions, committees, and task forces based on the needs of the City as well as the interests and qualifications of each applicant without discrimination based on race, color, national origin or ancestry, gender, religious convictions, disability, age, or sexual orientation.

OTHER BOARDS:

If asked, would you be interested in serving on a board you did not choose above? ☒ **Yes** ☐ **No**

CURRENTLY SERVING ON A BOARD:

Do you currently sit on a City Board or Commission? ☐ **YES** ☒ **NO**
If Yes, please identify that board.

SCHEDULING CONFLICTS:

What times Monday through Thursday are you generally **unavailable** to attend meetings? (The meeting times of each board are available on the City's web site at www.LouisvilleCO.gov.)

[No scheduling conflicts](#)

DISCLOSURES:

Within the last ten years, have you ever been convicted of a crime or received a suspended sentence, deferred sentence or deferred prosecution, or forfeited bail, for any offense in criminal or military court, or do you have any criminal charges currently pending against you? Exclude minor traffic violations.

☐ **YES** ☒ **NO** If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

Within the last ten years, has your driver's license in any state ever been suspended or revoked, or have you ever been denied a driver's license in any state ☐ **YES** ☒ **NO** If Yes, please explain below:

Have you ever been involved in an incident involving child/elder abuse or child/elder neglect for which a report was filed with or issued by any law enforcement agency or social services agency? ☐ **YES** ☒ **NO** If Yes, please explain below:

Do you or a company you work for or own do business with the City of Louisville? ☐ **YES** ☒ **NO** If Yes, please explain below:

Please note:

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- **All information on this application is public record and may be available for public review.**

I certify the information in this application is true and complete. I understand false statements, misrepresentations or omissions of information in this application may result in rejection of this application. The City is expressly authorized to investigate all statements contained in this application and, in connection therewith, to request a criminal history. I consent to the release of information about my ability and fitness for volunteer assignment by employers, schools, criminal justice agencies, and other individuals and organizations to investigators, personnel staffing specialists, and other authorized employees of the City of Louisville, and release all parties for all liability for any damage that may result from furnishing such information.

In the event that I am selected to serve on a City of Louisville Board or Commission, I agree to comply with all of its ordinances, rules, and regulations. I fully understand and agree to provide my services to the City of Louisville as a volunteer in a voluntary capacity and that I will receive no compensation or benefits for services provided.

I understand that I am NOT insured by the City of Louisville Worker's Compensation Insurance and NOT covered by any Accident Medical Insurance Policy while I am a volunteer with the City of Louisville. I authorize that all necessary first aid steps may be taken as prescribed by qualified personnel.

I grant full permission to use any photographs, videotapes, recordings or any other record of my volunteer participation as a Board or Commission member.

The City will provide any applicant who is rejected as a result of a background investigation information on how to obtain the report and contact information for the reporting agency. Determinations to reject an applicant as a result of the criminal background investigation report are final.

BY SIGNING BELOW, I AGREE THAT I UNDERSTAND AND CONSENT TO THE ABOVE STATEMENT:

Alexis Adler

Signature

1/24/2019

Date

Please submit your application by email to MeredythM@LouisvilleCO.gov or deliver it to the City Clerk's Office, 749 Main Street.

Questions about a board or about the application process may be directed to Meredyth Muth (MeredythM@LouisvilleCO.gov or 303.335.4536).

2019 Revitalization Commission – Supplemental Questions

The Revitalization Commission is responsible for carrying out the Highway 42 Area Urban Renewal Plan adopted in 2006. The Commission meets the second Monday of each month at 7:30 am. Terms are five years. You must be a resident of Louisville to apply.

PLEASE PRINT OR TYPE YOUR ANSWERS TO ALL OF THE FOLLOWING QUESTIONS in the space provided and return this questionnaire *with your application* to the City Clerk's Office (749 Main Street) or email it to MeredythM@LouisvilleCO.gov.

Please limit each answer to no more than 400 words.

1. Briefly explain your interest in serving on the Revitalization Commission.

Since buying a home in Louisville with my husband three years ago, I have developed a deep connection with my city and neighborhood community. I am committed to Louisville's vitality and am eager to be a part of its future. My interest in serving on the Louisville Revitalization Commission (LRC) stems from my passion for contributing to my community's vitality and sustainability, and my educational and professional experience in Colorado's public and nonprofit sectors. Since moving to Boulder County eight years ago, I have observed the City of Louisville develop its residential and commercial areas and stimulate local growth. As a resident, business owner, and young professional committed to raising a family in this community, I am eager to bring my enthusiasm and expertise in economic development, local government, social entrepreneurship, and community building in Boulder County, to offer recommendations for revitalization efforts. If appointed to the LRC, I look forward to integrating the skills I have gained through my Master's in Public Administration and professional experience working for and partnering with local governments including the City of Boulder, City of Fort Collins, and City of Denver, and public universities including the University of Colorado Boulder and Colorado State University. My interest in serving on the LRC intersects with my personal and professional drive to spur innovation and collaboration among diverse groups. My volunteer experience serving as Vice-Chair of Boulder's University Hill Commercial Area Management Commission, launching a sister city program, coordinating community education, and collaborating with Boulder Startup Week equips me to serve the Louisville community on the Revitalization Commission.

I hope for the opportunity to contribute my perspective and experience in the continued development of the Highway 42 Revitalization Area, the proposed 550 S. McCaslin Urban Renewal Plan, redevelopment of the McCaslin corridor, and other initiatives important to the community. It would be my honor to serve the City of Louisville in this capacity and to assist in the stimulation of growth, while maintaining a sustainable community.

2. *What background do you have with urban renewal or tax increment financing projects?*

For my Master of Public Administration Capstone project, I worked with the City and County of Denver Mayor's Office of the National Western Center to aid in the development of an Agribusiness Innovation Center at the future National Western Center campus. Funding for the National Western Center comes from a variety of sources, including Regional Tourism Act funds administered by the Denver Urban Renewal Authority (DURA). The RTA funding accounts for approximately 14% of the total finance plan for phases 1 and 2 of National Western Center. DURA also provided a report for the Mayor's Office to support strategic planning regarding the proposed relocation of the National Western Stock Show Complex. For increased project context and understanding, I met with Executive Director of DURA, Tracy Huggins. For my research, I conducted mixed methods analysis for benchmarking community engagement practices of 36 innovation centers/incubators across the United States. I provided recommendations to the Mayor's Office of the National Western Center for ways to engage neighborhood residents, businesses, nonprofits, and local educational institutions in the future Agribusiness Innovation Center at the National Western Center. To develop the innovation center concept, I worked in partnership with the NextGEN Agribusiness Strategy Team, including the Executive Director of the National Western Center Office, Denver's Chief Economist and Denver's Office of Economic Development.

In my work with the City of Boulder's Department of Community Vitality, I assisted in the development of the Boulder Civic Area. Boulder's 9th and Canyon Urban Renewal Plan was a key component of the Civic Area project and included the development of a Civic Use Pad adjacent to the St. Julien Hotel. In my job with the Civic Area project, I helped facilitate working groups in the areas of innovation, arts, and local foods to seek recommendations for capital development. We gathered local business stakeholders, non-profit representatives, and thought leaders to discuss future capital redevelopment projects in the Boulder Civic Area. Capital projects included an Arts and cultural facility, an indoor farmer's market and an innovation center. I also researched and analyzed current meeting space usage to formulate projections of future redevelopment in the area.

3. Describe your understanding of the Highway 42 Revitalization Area Plan.

The LRC was organized primarily in response to the Highway 42 Revitalization Project, which included potential financing options for proposed public improvements within the area. In 2003, the Highway 42 Revitalization Area Framework Plan was developed to create a transit oriented, mixed-use development around a potential commuter rail station. In 2006, City Council approved the Highway 42 Revitalization Urban Renewal Plan to reduce the spread of blight in the area and to stimulate growth. The goal of the urban renewal area was to redevelop and rehabilitate the area, including improving the infrastructure and attracting new investment. Findings from the Highway 42 Conditions Survey indicated a presence of adverse physical conditions in the area, including deteriorating structures identified as unsafe or unsanitary, conditions of faulty street and lot layout, inadequate public improvements, and environmental contamination. In 2013, Louisville City Council approved a plan to improve and revitalize the Highway 42 corridor, in response to years of planning and public meetings regarding the area's development. This area began to develop as a mixed use, transit-oriented neighborhood, to function as an extension of Downtown Louisville. In tandem with the revitalization plan, the 42 Gateway Project was also approved in 2013 to provide ways to improve infrastructure and increase access to the Highway 42 Revitalization Area and Downtown Louisville.

Over the past several years, DeLo has become the city's first mixed-use redevelopment in the Highway 42 Revitalization Area. The City pledged funding in tax increment financing for public improvements in the area, including sidewalks, roads, and plaza area. While DeLo was originally intended to serve as Louisville's transit-oriented development for commuter rail, development has persisted without the transit component in place. DeLo uniquely provides a direct connection to the downtown through the South Street Underpass and was designed to suit future transit plans. The underpass not only creates a safe connection to Downtown Louisville under the BNSF railway, but also supports urban revitalization and public art. With townhomes, apartments, retail, office space and parking, DeLo has brought growth to this area, attracting prominent businesses including Vic's Espresso and Moe's Bagel. Yet, as a resident and consumer observing the temporary closure of Growler USA, slow foot traffic at Vic's and Moe's, lower occupancy rates at DELO Apartments, and the challenges of office, restaurant, and retail growth at 1025 Cannon St., I am eager to contribute to DeLo's successful future.

4. *What professional qualifications, skill sets and relevant experiences do you have for this position?*

My experience in Colorado's public and business sector directly applies to the work of the LRC. Through my MPA at CU Denver, I gained valuable skills in community engagement and innovation on the local level. With the Mayor's Office of the National Western Center, I offered recommendations for local engagement in an agribusiness innovation center. This included partnering with local schools and universities to build the workforce pipeline and investing in diversity and inclusion efforts that engage women and minorities.

Collaborating with residents, university administrators, city officials, and local business leaders, I co-founded the first student incubator and co-working space in Boulder and directed community outreach efforts. I advocated to locate Spark in the University Hill Business District, an area with high business turnover. We were successful in creating a self-sustaining business and stimulated significant economic growth in University Hill. In 2013, I was appointed by Boulder City Council to serve on the University Hill Commercial Area Management Commission and was elected Vice-Chair. In this role, I advised City Council on economic development, transportation, and alcohol land use.

With the City of Boulder's Economic Vitality Program, I managed the local business outreach program to support business development and administered a business incentives program for high-impact primary employers.

As the Community Liaison for CSU and the City of Fort Collins, I created partnerships to foster community relationships, while representing CSU and the City in public meetings, and on committees and task forces.

Most recently starting a consulting firm and nonprofit, I have taken on the role of founder and business owner. Consulting for the Boulder JCC, I planned and executed a 6-week exhibit and community educational programs, drawing 2,500+ people. We achieved 40+ community partnerships, including with the City of Boulder, CU, BVSD, faith communities, and other nonprofits. As Executive Director of the Boulder – Ramat HaNegev Sister City Initiative, I have focused on partnerships to establish sister city affiliation through Boulder City Council. I manage operations and strategic planning, while leading program development in innovation, education and sustainability.

Finally, my position as co-chair of Boulder Startup Week 2019's new nonprofit track, I serve the community at the intersection of business and public service.

My diverse set of experiences and eagerness to contribute to revitalization efforts in different communities of Louisville, that each have diverse needs, have prepared me for this position on LRC.

5. *APPLYING FOR REAPPOINTMENT ONLY: Should you be reappointed, what would you like to see the Revitalization Commission accomplish in your next term?*

2019 Board and Commission General Application

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Name of Applicant: Sherry Sommer

Date of Birth: [REDACTED]

Home Address: 910 S. Palisade Court Louisville

Home Phone Number: 3-786-8226 Cell Phone Number:

Email Address: helloSherry2@yahoo.com

Occupation: At home + volunteer work

Employer:

Length of Time Living in Louisville: 7 years

Education: BA Colorado College

MA CU Bldr. (Political Science)
MA UCD - Teaching English as
a Second Language.

On which Board(s) or Commission(s) would you like to serve?

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☐ Board of Adjustment

☐ Building Code Board of Appeals

☐ Business Retention &
Development Committee

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☒ Revitalization Commission

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BY SIGNING BELOW, I AGREE THAT I UNDERSTAND AND CONSENT TO THE ABOVE
STATEMENT:



Signature

1-25-2019
Date

Please submit your application by email to MeredythM@LouisvilleCO.gov
or deliver it to the City Clerk's Office, 749 Main Street.

Questions about a board or about the application process may be directed to
Meredyth Muth (MeredythM@LouisvilleCO.gov or 303.335.4536).

Sherry Sommer

1) Briefly explain your interest in serving on the the Revitalization Commission

"What is the shared vision of the Council and the LRC? We need a better vision of how money will be invested." This was Dennis' observation following impassioned discussion of the LRC's proposed parking structure. Common vision is exactly what is needed to move forward. I believe it is completely possible for the LRC to identify and pursue projects which fulfill the mandate of the Urban Renewal Districts and which the public and Council will support. I'd like to be part of this work.

I would add value to the Commission's conversations because my views represent what a huge percentage of the the population would like to see happen in Louisville. These views are not currently represented by the LRC. What I hear the public asking for, and what I also would like to see in the area, is greater connectivity, scale of development that fits our small town, and forward looking transportation solutions. These are ideas that I believe would not only enhance the quality of life for current residents, but would also contribute to long term economic vitality, which is the mission of the LRC. Louisville attracts both residents and nonresidents alike because of its charm, scale, and safety. These are qualities that need to be protected and which will benefit businesses in the long run. The gap between what the LRC can propose and what the community wants can be bridged.

Additionally, directions city staff have proposed seem completely reasonable from my perspective and I believe they would have strong public support. Somehow these views need to be heard and responded to. Earlier in the year Aaron DeJong proposed several ideas for the LRC to consider adding to their latest budget—Streetscaping in Downtown, improved safety along Highway 42, and an underpass under 42. I am not aware that any of these ideas have been pursued by the LRC this year. The parking garage was the primary project on the table but other promising opportunities need to be explored as well. These can be looked at in the future.

In spite of the disconnect we saw in the parking structure discussion, I believe there is a lot of room for common ground between the LRC, the public, Council, and city staff. It would be gratifying to work toward providing improvements that many people in our community would support and benefit from.

2) What background do you have with urban renewal or tax increment financing projects?

I have not worked professionally in urban renewal or tax increment financing. Nevertheless, I would bring a valuable and informed perspective to the LRC. Any further knowledge that I would need to have could be learned.

One thing I have noticed through attending city meetings and taking part in workshops is how much professional background shapes worldview. This can be an asset, but it can also be a limitation. People are trained to think and respond in certain ways through their training, and this training can create a very powerful lens through which they see the world. I think this can sometimes be one source of the very common occurrence we see in politics—people speaking past one another, unable to come to shared understandings or direction. Does this mean I discount professional experience in politics? Absolutely not! I do think, however, that it would be beneficial for conversation in the LRC to include my voice. A citizen like myself who is living life in Louisville, cares about the direction of the town, and who can relate to the viewpoint of many other citizens has something important to offer in a discussion.

Having said this, I think it's very important to be well versed, and I would be committed to learning all that I could about TIF and urban renewal. I love learning, both inside and outside of the classroom. I have a B.A (Phi Beta Kappa) from Colorado College, an M.A from C.U. Boulder in Political Science, and an M.A in Teaching English as a Second Language from UCD. Along the way I have exposure to a wide variety of classes, including several in statistics which would help me work in this position. In addition to my formal education, I read widely on a variety of topics and am continually learning. Of course, learning isn't just academic—I believe it is essential to look to mentors for advice and perspective, and I continually look for people I can learn from. There are many well informed and experienced individuals in our city and on our staff and they would be an invaluable resource. Given my background and interests, I have confidence that I could understand and work with people and with any information necessary to be successful in this position.

3) What professional qualifications, skill sets, and relevant experiences do you have for this position?

The two most relevant experiences I have had with regard to the LRC are participation in the Small Area planning process and in DRCOG's Citizens' Academy.

First, I was involved in the majority of the Small Area Plan discussions. I became aware of the South Boulder Road discussions perhaps 1/3 of the way through the process, and from then on I attended nearly every Council meeting related to the plan as well as all workshops/events for both South Boulder Road and McCaslin. I also participated in all requests for public input online. Although I didn't realize it at the time, this was a great way to learn about planning, zoning, the development process, and ways to solicit public opinion, as well as to understand desires the public had regarding development in Louisville. Both plans involve the areas adjacent to and/or in the revitalization zones so this was a great way to learn more about specific needs and issues in the area.

This past fall I participated in the DRCOG Citizen's Academy which this proved to be an excellent complement to what I had seen in the Small Area Plans. The program is seven weeks long and consists of lectures, small group interactions, and networking opportunities. Subjects include a wide range of regional issues including transportation planning, city planning, housing, economic vitality, and civic engagement. The overall goal is to help understand the evolution of the Denver Metro area and to encourage residents to act, both individually, and collectively, to enhance the region's success and to address challenges, both emerging and ongoing. Participation in the Academy exposed me to a variety of ideas about urban planning as well as to many people who are making a difference in the area. I learned so much through the process.

In particular, the experiences I have had that would be relevant to the Highway 42 Revitalization Plan would be finding ways to support connectivity and transportation. In the definition of blight, there are currently at least two criteria related to transportation—predominance of defective or inadequate street layout and the existence of zones that endanger life (along Highway 42) that exist in the redevelopment zone. I would like to take what I learned in the Small Area Plans and the DRCOG program to address these issues. It is imperative that we look at better ways of creating safer and more rational connectivity for pedestrians and bikers, better used of public transportation and of emerging technology in transportation, and better road design.

My understanding of the Highway 452 Revitalization Project is based on five documents:**Conditions Survey (2006)**

- Analysis of conditions undertake to determine if blight was present in the area and if the area was eligible for an urban renewal grant.
- The goal of the study was to determine if the City would be allowed, through the LRC, to assist in redevelopment of properties and improvements within the defined boundaries.
- Nine conditions of blight were found within the study area and the area was determined to be an urban renewal zone.

Cooperation Agreement (2006)

- Agreement between the City and the LRC.
- The LRC was authorized to transact business and exercise powers as an Urban Renewal Authority.
- Cooperation between the entities with regard to operating funds, support services, and the oversight of annual budgeting.
- Funding is approved by Council
- Council provides direction and oversight for expenditures outside of the budget, issuing of bonds, allocation of sales tax increments, and redevelopment agreements.
- The City and the LRC cooperate to implement the Urban Renewal Plan approved by the Council but the Council and the LRC are separate legal entities.

Urban Renewal Plan (2006)

- Tasked to reduce, prevent, and eliminate the spread of blight and to stimulate growth and investment in the study area.
- Further the goals and objectives of the Comprehensive Plan, the Highway 42 Plan, and other relevant policy documents
- Improvement of existing structures and infrastructure and prevention of deterioration.

Bylaws (2007)**Market Study (2008)**

- Conducted once the Urban Renewal Authority with the potential to generate income had been created.

Additionally—Tax Increment Financing:

- A funding mechanism that is being used to fund improvements in the study area.
- TIF dollars can only be used within the urban renewal area.
- Net tax revenues are generated by projects in the area. They are used to help fund future improvements.
- Calculated by analyzing the amount of additional sales tax and/or property tax that could be generated upon completion of improvements.
- Can be used to finance bonds or to reimburse developers for a portion of project costs.
- New tax revenue is to be used for improvements that have a public benefit and that support the redevelopment effort.
- TIF money can only be used when the area cannot be redeveloped without public investment and when it meets a public objective. Fills gap between project cost and private funding.

2019 Board and Commission General Application

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- You must reside in the City of Louisville (exception for Business Retention Cmte)
- You may not be an employee of the City of Louisville

Name of Applicant: **Darryl LaRue**

Date of Birth: [REDACTED]

Home Address: **804 Trail Ridge Dr**

Home Phone Number: **917-886-0218**

Cell Phone Number: **917-886-0218**

Email Address: **livedarryl@gmail.com**

Occupation: **Chief Operating Officer**

Employer: **IWP Wealth Management**

Length of Time Living in Louisville: **5.5 years**

Education: **BS, Mechanical Engineering - Stanford, MBA - Harvard**

On which Board(s) or Commission(s) would you like to serve?

You must also complete the questionnaire for each board to which you are applying.

☐ Board of Adjustment

☐ Recreation Advisory Board

☐ Building Code Board of Appeals

☒ Revitalization Commission

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If asked, would you be interested in serving on a board you did not choose above? ☒ Yes ☐ No

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Do you currently sit on a City Board or Commission? ☐ YES ☒ NO
If Yes, please identify that board.

SCHEDULING CONFLICTS:

What times Monday through Thursday are you generally **unavailable** to attend meetings? (The meeting times of each board are available on the City's web site at www.LouisvilleCO.gov.)

After 6pm

DISCLOSURES:

Within the last ten years, have you ever been convicted of a crime or received a suspended sentence, deferred sentence or deferred prosecution, or forfeited bail, for any offense in criminal or military court, or do you have any criminal charges currently pending against you? Exclude minor traffic violations.

☐ YES ☒ NO If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

Within the last ten years, has your driver's license in any state ever been suspended or revoked, or have you ever been denied a driver's license in any state ☐ YES ☒ NO If Yes, please explain below:

Have you ever been involved in an incident involving child/elder abuse or child/elder neglect for which a report was filed with or issued by any law enforcement agency or social services agency? ☐ YES ☒ NO If Yes, please explain below:

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I certify the information in this application is true and complete. I understand false statements, misrepresentations or omissions of information in this application may result in rejection of this application. The City is expressly authorized to investigate all statements contained in this application and, in connection therewith, to request a criminal history. I consent to the release of information about my ability and fitness for volunteer assignment by employers, schools, criminal justice agencies, and other individuals and organizations to investigators, personnel staffing specialists, and other authorized employees of the City of Louisville, and release all parties for all liability for any damage that may result from furnishing such information.

In the event that I am selected to serve on a City of Louisville Board or Commission, I agree to comply with all of its ordinances, rules, and regulations. I fully understand and agree to provide my services to the City of Louisville as a volunteer in a voluntary capacity and that I will receive no compensation or benefits for services provided.

I understand that I am NOT insured by the City of Louisville Worker's Compensation Insurance and NOT covered by any Accident Medical Insurance Policy while I am a volunteer with the City of Louisville. I authorize that all necessary first aid steps may be taken as prescribed by qualified personnel.

I grant full permission to use any photographs, videotapes, recordings or any other record of my volunteer participation as a Board or Commission member.

The City will provide any applicant who is rejected as a result of a background investigation information on how to obtain the report and contact information for the reporting agency. Determinations to reject an applicant as a result of the criminal background investigation report are final.

BY SIGNING BELOW, I AGREE THAT I UNDERSTAND AND CONSENT TO THE ABOVE STATEMENT:

Darryl LaRue

Signature

01-21-2019

Date

Please submit your application by email to MeredythM@LouisvilleCO.gov or deliver it to the City Clerk's Office, 749 Main Street.

Questions about a board or about the application process may be directed to Meredyth Muth (MeredythM@LouisvilleCO.gov or 303.335.4536).

2019 Revitalization Commission – Supplemental Questions

The Revitalization Commission is responsible for carrying out the Highway 42 Area Urban Renewal Plan adopted in 2006. The Commission meets the second Monday of each month at 7:30 am. Terms are five years. You must be a resident of Louisville to apply.

PLEASE PRINT OR TYPE YOUR ANSWERS TO ALL OF THE FOLLOWING QUESTIONS in the space provided and return this questionnaire *with your application* to the City Clerk's Office (749 Main Street) or email it to MeredythM@LouisvilleCO.gov.

Please limit each answer to no more than 400 words.

1. *Briefly explain your interest in serving on the Revitalization Commission.*

I moved to Louisville a little over 5 years ago. The majority of my life was spent on the coasts, specifically NY and LA. While it is somewhat of a long story, the only reason I moved to the area was one fateful day when I, my wife and two kids (1 and 4 at the time) stumbled on Sweet Cow in Louisville. We had already made a decision not to move to the area because we had spent most of our time during that visit in Boulder. Louisville changed our minds...

5 years later, I have seen some of that luster wear off. While there are fantastic things that have happened in the city including the new rec center and maintenance of street faires (albeit watered down), I think the approach to new ideas and growth has been approached with a fearful and reticent eye.

Change and openness to new ideas and approaches will help our community continue to grow and thrive and I am definitely in that camp as opposed to the folks that just want everything to stay the same.

2. *What background do you have with urban renewal or tax increment financing projects?*

I have built multiple technology businesses on both coasts and have sold two of them. I have run companies of 1-100 employees and have been an executive in companies with 100s of thousands. Operations, sales, negotiations, relationship management and marketing are in my DNA.

I do not have experience in tax increment financing projects, but I am a quick study and believe my background will provide a new view.

3. Describe your understanding of the Highway 42 Revitalization Area Plan.

I understand it is a plan to revitalize the area south of S. Boulder and how to use the land more efficiently with community input.

4. *What professional qualifications, skill sets and relevant experiences do you have for this position?*

Taken from my bio:

Darryl is an experienced executive leader with strengths in Operations, Development and Selling at both large organizations and startups. His specific roles are mix of sales leadership and executive operations roles (including COO) in Digital Media, Content and Technology. He has lead and mentored teams of 5 to 100, and has overseen business functions including: Technology, Analytics, Support, Operations, Finance, Sales and Marketing.

With a mechanical engineering degree from Stanford, the foundation of his career was cemented at GE. After graduating his MBA at Harvard, he transitioned his career into strategy and digital leadership. His learning grounds were at large studios including NBC (then owned by GE), Warner Bros. and DHX.

Since then, Darryl has taken on progressively challenging roles at startups mostly in operations and technology management. More recently as COO, Darryl lead Trueeffect to expand its revenue and to be the leading force in 1st party data analytics through strong operational management and new technology deployment. Darryl is currently COO at the largest multi-family office in Colorado, IWP Wealth.

A few highlights:

- Sold BBE to Viant (later acquired by Time in 2016). Assisted in M&A efforts and lead merger integration
- Chief Operating Officer at Trueeffect where he built Managed and SAAS practices while leading development efforts of the 2.0 web-based product
- Laid the groundwork and launched two new businesses at Warner Bros. including its digital licensing, original programming and content syndication
- Developed detailed operations and support processes at Tapingo to accelerate growth and set it up as the leader in the college space
- Continues to mentor current and former employees in career decisions and job development
- Finished a half ironman in Kona this summer -- yes I can fit in with Coloradans

5. *APPLYING FOR REAPPOINTMENT ONLY: Should you be reappointed, what would you like to see the Revitalization Commission accomplish in your next term?*

2019 Board and Commission General Application

Applications due by 4 PM, November 5, 2018

All applicants must complete this general application **AND ALSO** submit the supplemental questionnaire for each board to which you are applying.

You **MUST** meet the following criteria to serve on ANY Louisville Board or Commission:

- You must reside in the City of Louisville (exception for Business Retention Cmte)
- You may not be an employee of the City of Louisville

Name of Applicant: MICHAEL B MENAKER

Date of Birth: [REDACTED]

Home Address: 1827 W CHOKO CHERRY DR

Home Phone Number: 303 665 9811 Cell Phone Number: 303 588 8781

Email Address: MICHAEL@HOSTWORKS.NET

Occupation: Retired

Employer: N/A

Length of Time Living in Louisville: 30 years & 10 months

Education: BA English

On which Board(s) or Commission(s) would you like to serve?

You must also complete the questionnaire for each board to which you are applying.

- | | |
|---|---|
| <input type="checkbox"/> Board of Adjustment | <input type="checkbox"/> Open Space Advisory Board |
| <input type="checkbox"/> Building Code Board of Appeals | <input type="checkbox"/> Parks and Public |
| <input type="checkbox"/> Business Retention & Development Committee | <input type="checkbox"/> Landscaping Advisory Board |
| <input type="checkbox"/> Cultural Council | <input type="checkbox"/> Recreation Advisory Board |
| <input type="checkbox"/> Historic Preservation Commission | <input checked="" type="checkbox"/> Revitalization Commission |
| <input type="checkbox"/> Historical Commission | <input type="checkbox"/> Sustainability Advisory Board |
| <input type="checkbox"/> Library Board of Trustees | <input type="checkbox"/> Boulder County Housing & Human Services Advisory Committee |
| <input type="checkbox"/> Local Licensing Authority | |

It is the policy of the City Council to make appointments to the citizen boards, commissions, committees, and task forces based on the needs of the City as well as the interests and qualifications of each applicant without discrimination based on race, color, national origin or ancestry, gender, religious convictions, disability, age, or sexual orientation.

OTHER BOARDS:

If asked, would you be interested in serving on a board you did not choose above? ☐ Yes ☒ No

CURRENTLY SERVING ON A BOARD:

Do you currently sit on a City Board or Commission? ☒ YES ☐ NO
 If Yes, please identify that board.

LRC

SCHEDULING CONFLICTS:

What times Monday through Thursday are you generally **unavailable** to attend meetings? (The meeting times of each board are available on the City's web site at www.LouisvilleCO.gov.)

NO Conflicts

DISCLOSURES:

Within the last ten years, have you ever been convicted of a crime or received a suspended sentence, deferred sentence or deferred prosecution, or forfeited bail, for any offense in criminal or military court, or do you have any criminal charges currently pending against you? Exclude minor traffic violations.

☐ YES ☒ NO If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

Within the last ten years, has your driver's license in any state ever been suspended or revoked, or have you ever been denied a driver's license in any state ☐ YES ☒ NO If Yes, please explain below:

Have you ever been involved in an incident involving child/elder abuse or child/elder neglect for which a report was filed with or issued by any law enforcement agency or social services agency? ☐ YES ☒ NO If Yes, please explain below:

Do you or a company you work for or own do business with the City of Louisville? ☐ YES ☒ NO If Yes, please explain below:

Please note:

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I understand that I am NOT insured by the City of Louisville Worker's Compensation Insurance and NOT covered by any Accident Medical Insurance Policy while I am a volunteer with the City of Louisville. I authorize that all necessary first aid steps may be taken as prescribed by qualified personnel.

I grant full permission to use any photographs, videotapes, recordings or any other record of my volunteer participation as a Board or Commission member.

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BY SIGNING BELOW, I AGREE THAT I UNDERSTAND AND CONSENT TO THE ABOVE STATEMENT:



Signature

9/26/2018
Date

Please submit your application by email to MeredythM@LouisvilleCO.gov or deliver it to the City Clerk's Office, 749 Main Street.

City Council will decide which applicants to interview based on the written application. If you are chosen for an interview, staff will contact you to set up your interview time. Applicant interviews are *tentatively* scheduled for Monday & Tuesday, December 10th & 11th from 5:30 – 10:00 PM.

Questions about a board or about the application process may be directed to Meredyth Muth (MeredythM@LouisvilleCO.gov or 303.335.4536).

Michael B. Menaker

2019 Revitalization Commission – Supplemental Questions

1. Briefly explain your interest in serving on the Revitalization Commission.

I have been a member of the LRC since February 2007, when Mayor Sisk and Council expanded the LRC from five to seven members. While the LRC has accomplished a great deal in the intervening years, there is still much to be accomplished within the Urban Renewal Area. I would like to serve another term to continue and build upon the work we've begun to fulfill the mission of the LRC.

2. What background do you have with urban renewal or tax increment financing projects?

As a member of the LRC for the past eleven years, I have participated in every discussion about financing alternatives for urban renewal projects in Louisville. I am familiar with all the details of the LRC issued and privately purchased bonds used to finance critical infrastructure in the urban renewal area. And, I have complete familiarity with the most current revenue/expense/budget projections.

3. Describe your understanding of the Highway 42 Urban Renewal Plan

Adopted in December 2006 the plan states:

The purpose of the Highway 42 Revitalization Area Urban Renewal Plan is to reduce, eliminate and prevent the spread of blight within the Urban Renewal Area and to stimulate growth and reinvestment within the Area boundaries, on surrounding blocks and throughout downtown.

From its inception, the Louisville Revitalization as a whole, and I as a Commission member, have strived to accomplish exactly that. –

I am particularly proud of the pedestrian gateway which connects Louisville's newest neighborhood – and, two of its oldest and most historic neighborhoods – to downtown. Little Italy and Miners' Field are no longer literally on the "wrong side of the tracks."

4. What professional qualifications, skill sets and relevant experiences do have for this position?

In addition to eleven years working on the LRC, my background is in business-to-business advertising, marketing, and public relations – including community relations and outreach. With a wide and varied number of stakeholders, with different interests and concerns, these skills have been helpful to the LRC and the City in the past, and should be valuable as the LRC and the City propose other projects in the Urban Renewal Area.

5. APPLYING FOR REAPPOINTMENT ONLY: Should you be reappointed, what would you like to see the Revitalization Commission accomplish in your next term?

I am deeply committed to ensuring Historic Downtown remains vital and vibrant and continues to see new investment and redevelopment. To that end, I would want to continue the work begun this year to evaluate the design, costs, and other issues surrounding construction of a structured parking garage in downtown. This would have the added benefit of taking parking pressure off the neighboring Old Town streets. The City alone now uses 75+ parking spaces per day...about four full Old Town blocks of available on street parking.

I would like to see the LRC and the City do more outreach to property owners within the Urban Renewal Area. It is important that the LRC and the City understand the plans, long- and near-term, the owners have for their properties.

The portion of the shopping center to the West of Alfalfa's, the shopping center Tebo owns on South Boulder Road, and the bulk of the center that is home to King Soopers are all performing well below their potential. Increasing the sales tax generated along that corridor would go a long way towards providing a cushion against possible upheaval and vacancies along the McCaslin corridor.

2019 Board and Commission General Application

All applicants must complete this general application *AND ALSO* submit the supplemental questionnaire for each board to which you are applying.

You **MUST** meet the following criteria to serve on ANY Louisville Board or Commission:

- You must reside in the City of Louisville (exception for Business Retention Cmte)
- You may not be an employee of the City of Louisville

Name of Applicant: **Debra A. Baskett**

Date of Birth: [REDACTED]

Home Address: **730 W. Willow Street, Louisville, CO 80027**

Home Phone Number:

Cell Phone Number: **720 272 3069**

Email Address: **baskettdebra@gmail.com**

Occupation: **Transportation and Mobility Planner**

Employer: **City of Westminster**

Length of Time Living in Louisville: **one month (but 30 years in BoCo)**

Education: **Master's Degree in Architecture**

On which Board(s) or Commission(s) would you like to serve?

You must also complete the questionnaire for each board to which you are applying.

☐ Board of Adjustment

☐ Building Code Board of Appeals

☐ Business Retention &
Development Committee

☐ Recreation Advisory Board

☒ Revitalization Commission

☐ Sustainability Advisory Board

It is the policy of the City Council to make appointments to the citizen boards, commissions, committees, and task forces based on the needs of the City as well as the interests and qualifications of each applicant without discrimination based on race, color, national origin or ancestry, gender, religious convictions, disability, age, or sexual orientation.

OTHER BOARDS:

If asked, would you be interested in serving on a board you did not choose above? ☐ Yes ☒ No

CURRENTLY SERVING ON A BOARD:

Do you currently sit on a City Board or Commission? ☐ YES ☒ NO
If Yes, please identify that board.

SCHEDULING CONFLICTS:

What times Monday through Thursday are you generally **unavailable** to attend meetings? (The meeting times of each board are available on the City's web site at www.LouisvilleCO.gov.)

Unavailable Monday nights

DISCLOSURES:

Within the last ten years, have you ever been convicted of a crime or received a suspended sentence, deferred sentence or deferred prosecution, or forfeited bail, for any offense in criminal or military court, or do you have any criminal charges currently pending against you? Exclude minor traffic violations.

☐ YES ☒ NO If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

Within the last ten years, has your driver's license in any state ever been suspended or revoked, or have you ever been denied a driver's license in any state ☐ YES ☒ NO If Yes, please explain below:

Have you ever been involved in an incident involving child/elder abuse or child/elder neglect for which a report was filed with or issued by any law enforcement agency or social services agency? ☐ YES ☒ NO If Yes, please explain below:

Do you or a company you work for or own do business with the City of Louisville?
☐ YES ☒ NO If Yes, please explain below:

Please note:

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BY SIGNING BELOW, I AGREE THAT I UNDERSTAND AND CONSENT TO THE ABOVE STATEMENT:

Debra A. Baskett

Signature

1-24-19

Date

Please submit your application by email to MeredythM@LouisvilleCO.gov or deliver it to the City Clerk's Office, 749 Main Street.

Questions about a board or about the application process may be directed to Meredyth Muth (MeredythM@LouisvilleCO.gov or 303.335.4536).

2019 Revitalization Commission – Supplemental Questions

The Revitalization Commission is responsible for carrying out the Highway 42 Area Urban Renewal Plan adopted in 2006. The Commission meets the second Monday of each month at 7:30 am. Terms are five years. You must be a resident of Louisville to apply.

PLEASE PRINT OR TYPE YOUR ANSWERS TO ALL OF THE FOLLOWING QUESTIONS in the space provided and return this questionnaire *with your application* to the City Clerk's Office (749 Main Street) or email it to MeredythM@LouisvilleCO.gov.

Please limit each answer to no more than 400 words.

1. *Briefly explain your interest in serving on the Revitalization Commission.*

City of Louisville elected leaders, staff, residents and business representative have valued, planned and invested in the health and vitality of the city for many decades; protecting and activating our downtown, preserving existing neighborhoods and creating new ones, investing in open space and trails, new public facilities, and building and maintaining roads and safe mobility options for all members of the community. Louisville's leadership recognizes we are part of a regional system, and collaborates with neighboring communities to attain near and long term goals.

As a resident of Boulder County for more than 30 years, I have been keenly aware of the vision of the city, and observed and enjoyed the many initiatives and evolution of this small but mighty community. I have deeply empathized with the challenges of recovering from economic downturns, the impact of the 2013 flood, and the frustration of the long promised Northwest Rail.

I am interested in serving on the Revitalization Commission to contribute my experience integrating transportation and land use planning to create strong and resilient communities. The opportunity to participate in protecting the unique asset of downtown and to continue the transformation of the SH 42, South Boulder Road and McCaslin corridors would be an honor.

2. *What background do you have with urban renewal or tax increment financing projects?*

I do not have direct experience with urban renewal or tax increment financing projects. During my 30 year career in public service for three local governments along the US 36 corridor, RTD and as the first Executive Director of Commuting Solutions I have helped create land use and transportation plans laying the foundation for development and redevelopment. My leadership in coordinating policy, planning, communication and advocacy have helped to lay the foundation for successful development and redevelopment.

3. *Describe your understanding of the Highway 42 Revitalization Area Plan.*

The hand drawn "Vicinity Map" of the Highway 42 Revitalization Area included on the city's website touches my heart and clearly indicates how this plan is the centerpiece for the city, and so much more than a linear corridor. I have celebrated the success of the Steel Ranch, North End, Alfalfa's and DELO, the opening of the pedestrian underpass, suffered the failed promise of FasTracks to bring rail to the city, and commiserated with the challenges presented to the implementation of Quiet Zones and improved RTD service.

City leaders have been envisioning and investing in revitalizing the Highway 42 area for nearly three decades - holding the vision and long view that a mixed use, transit oriented neighborhood which is an extension of downtown can be realized to generate day and night time activity, sales tax revenue, public improvements, and provide the groundwork for the future commuter rail station. I appreciate the planning, investments and tenacity required to take on the challenges of highway, railroad and natural barriers which are the lifeline and edges to the city.

The 42 Gateway Plan, South Boulder Road Small Area Plan and Transportation Plan Update all continue the legacy and investment of the original Highway 42 Revitalization Plan.

4. *What professional qualifications, skill sets and relevant experiences do you have for this position?*

I am a professional land use and transportation planner with a strong understanding of local, regional and state government.

I have served as the City of Westminster's Senior Transportation and Mobility Planner since 2016. I plan, advocate and seek funding for multi-modal transportation options to improve regional connectivity, walkability, and biking and transit options. I collaborate with RTD, CDOT and regional coalitions to create strong mobility policies and to garner funding to implement them. Prior to joining the City of Westminster I served as the City and County of Broomfield's Transportation Manager (July 2005 – July 2016); headed Commuting Solutions, the transportation management organization for the northwest Denver metro region (November 1998 – July 2005); worked as a Transportation Planner at the City of Boulder (1995-1998); and held regional policy and planning positions with RTD, the Denver Metro Chamber, Regional Air Quality Council, and City of Denver.

Before the recent privilege to become a Louisville resident, I have been an active civic participant for 30 years in the City of Boulder. I have benefited from being part of the the living lab of growth and development and the challenges they bring.

And I read the Daily Camera every day :)

5. *APPLYING FOR REAPPOINTMENT ONLY: Should you be reappointed, what would you like to see the Revitalization Commission accomplish in your next term?*

2019 Board and Commission General Application

All applicants must complete this general application **AND ALSO** submit the supplemental questionnaire for each board to which you are applying.

You **MUST** meet the following criteria to serve on ANY Louisville Board or Commission:

- You must reside in the City of Louisville (exception for Business Retention Cmte)
- You may not be an employee of the City of Louisville

Name of Applicant: **Richard Bradfield**

Date of Birth **[REDACTED]**

Home Address: **1937 Quail Circle Louisville**

Home Phone Number:

Cell Phone Number: **(303) 667-9095**

Email Address: **rich.bradfield@gmail.com**

Occupation: **retired businessman**

Employer:

Length of Time Living in Louisville: **almost 26 years**

Education: **MBA, BS**

On which Board(s) or Commission(s) would you like to serve?

You must also complete the questionnaire for each board to which you are applying.

- ☐ Board of Adjustment
- ☐ Building Code Board of Appeals
- ☐ Business Retention & Development Committee

- ☐ Recreation Advisory Board
- ☒ Revitalization Commission
- ☐ Sustainability Advisory Board

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OTHER BOARDS:

If asked, would you be interested in serving on a board you did not choose above? ☒ **Yes** ☐ **No**

CURRENTLY SERVING ON A BOARD:

Do you currently sit on a City Board or Commission? ☒ **YES** ☐ **NO**
If Yes, please identify that board.

Recreation Advisory Board

SCHEDULING CONFLICTS:

What times Monday through Thursday are you generally **unavailable** to attend meetings? (The meeting times of each board are available on the City's web site at www.LouisvilleCO.gov.)

With advance notice, my schedule is flexible.

DISCLOSURES:

Within the last ten years, have you ever been convicted of a crime or received a suspended sentence, deferred sentence or deferred prosecution, or forfeited bail, for any offense in criminal or military court, or do you have any criminal charges currently pending against you? Exclude minor traffic violations.

☐ **YES** ☒ **NO** If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

Within the last ten years, has your driver's license in any state ever been suspended or revoked, or have you ever been denied a driver's license in any state ☐ **YES** ☒ **NO** If Yes, please explain below:

Have you ever been involved in an incident involving child/elder abuse or child/elder neglect for which a report was filed with or issued by any law enforcement agency or social services agency? ☐ **YES** ☒ **NO** If Yes, please explain below:

Do you or a company you work for or own do business with the City of Louisville? ☐ **YES** ☒ **NO** If Yes, please explain below:

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I understand that I am NOT insured by the City of Louisville Worker's Compensation Insurance and NOT covered by any Accident Medical Insurance Policy while I am a volunteer with the City of Louisville. I authorize that all necessary first aid steps may be taken as prescribed by qualified personnel.

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BY SIGNING BELOW, I AGREE THAT I UNDERSTAND AND CONSENT TO THE ABOVE STATEMENT:

Richard Bradfield

Signature

1/22/2019
1/22/2019

Date

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2019 Revitalization Commission – Supplemental Questions

The Revitalization Commission is responsible for carrying out the Highway 42 Area Urban Renewal Plan adopted in 2006. The Commission meets the second Monday of each month at 7:30 am. Terms are five years. You must be a resident of Louisville to apply.

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Please limit each answer to no more than 400 words.

1. Briefly explain your interest in serving on the Revitalization Commission.

I am interested in serving on the Revitalization Commission due to a need for qualified and experienced individuals to serve as commissioners, and my belief that I possess the basic experience and qualifications to make solid contributions to the commission. Further, the Revitalization Commission addresses problem areas for the city, some of which are quite vexing, which I am optimistic will be improved through meaningful citizen input and work. I am willing to volunteer my time and energy to help with those efforts as I have done for the Rec Center Task Force, and for the Recreation Advisory Board.

2. *What background do you have with urban renewal or tax increment financing projects?*

I have no direct experience with urban renewal or tax increment financing projects. I do have training and experience in: corporate planning, financial analysis for mergers & acquisitions and new business projects, budgeting, cost accounting, reporting and policy analysis.

3. *Describe your understanding of the Highway 42 Revitalization Area Plan.*

The Highway 42 Revitalization Area Plan is extensively described on the Louisville city website. While substantial progress has been made on the realization of the vision of this plan, there seems to be more work to be done in accomplishing the inter-governmental work to get traffic controls into place at Highway 42 and Short Street, and in allowing the slated development work to happen, particularly along South Boulder Road. As a retired small businessman, I have concerns about the retail sites within the area. Retail is a challenging sector; developers must have realistic visions and be held accountable to agreements.

4. *What professional qualifications, skill sets and relevant experiences do you have for this position?*

My background includes:

- * An MBA earned at The University of Texas at Austin
- * Corporate experience at American Airlines, Next Computer, and my own companies in negotiations, corporate finance, reporting, planning, retail business (acquisition, development, management, business sales, etc.), food manufacturing business, professional services business, etc.
- * Previous service to our community as a member of the Task Force for the expansion of the Louisville Recreation and Senior Center, and as a member and secretary of the Recreation Advisory Board. Also served as a board member at Peak to Peak Charter School.
- * I am a committed community member, parent and husband.

5. *APPLYING FOR REAPPOINTMENT ONLY: Should you be reappointed, what would you like to see the Revitalization Commission accomplish in your next term?*

2019 Board and Commission General Application

All applicants must complete this general application AND ALSO submit the supplemental questionnaire for each board to which you are applying.

You MUST meet the following criteria to serve on ANY Louisville Board or Commission:

- You must reside in the City of Louisville (exception for Business Retention Cmte)
- You may not be an employee of the City of Louisville

Name of Applicant: Mark Steven Cathcart

Date of Birth: [REDACTED]

Home Address: 1763 Sweet Clover Ln

Home Phone Number: (none)

Cell Phone Number: 303 900-3318

Email Address: m_cathcart@yahoo.co.uk

Occupation: Stay at home Dad, almost retired, former Executive.

Employer: N/A

Length of Time Living in Louisville: 3-years

Education: Highschool only

On which Board(s) or Commission(s) would you like to serve?

You must also complete the questionnaire for each board to which you are applying.

- | | |
|---|---|
| <input type="checkbox"/> Board of Adjustment | <input type="checkbox"/> Recreation Advisory Board |
| <input type="checkbox"/> Building Code Board of Appeals | <input checked="" type="checkbox"/> Revitalization Commission |
| <input type="checkbox"/> Business Retention & Development Committee | <input type="checkbox"/> Sustainability Advisory Board |

It is the policy of the City Council to make appointments to the citizen boards, commissions, committees, and task forces based on the needs of the City as well as the interests and qualifications of each applicant without discrimination based on race, color, national origin or ancestry, gender, religious convictions, disability, age, or sexual orientation.

OTHER BOARDS:

If asked, would you be interested in serving on a board you did not choose above? ☐ Yes ☒ No

CURRENTLY SERVING ON A BOARD:

Do you currently sit on a City Board or Commission? ☒ YES ☐ NO
If Yes, please identify that board.

[Louisville Cultural Council](#)

SCHEDULING CONFLICTS:

What times Monday through Thursday are you generally **unavailable** to attend meetings? (The meeting times of each board are available on the City's web site at www.LouisvilleCO.gov.)

[Only monthly cultural council meeting](#)

DISCLOSURES:

Within the last ten years, have you ever been convicted of a crime or received a suspended sentence, deferred sentence or deferred prosecution, or forfeited bail, for any offense in criminal or military court, or do you have any criminal charges currently pending against you? Exclude minor traffic violations.

☐ YES ☒ NO If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

Within the last ten years, has your driver's license in any state ever been suspended or revoked, or have you ever been denied a driver's license in any state ☐ YES ☒ NO If Yes, please explain below:

Have you ever been involved in an incident involving child/elder abuse or child/elder neglect for which a report was filed with or issued by any law enforcement agency or social services agency? ☐ YES ☒ NO If Yes, please explain below:

Do you or a company you work for or own do business with the City of Louisville? ☐ YES ☒ NO If Yes, please explain below:

Please note:

- **All Board and Commission members serve without compensation.**
- **Anyone applying to a Board or Commission is subject to a background check.**
- **The City may reject an applicant for any lawful reason. An appointed Board or Commission member may be removed during his/her term of office for cause as defined in the City Charter and Resolution No. 16, Series 2009. Reasons for rejection or removal from office include, without limitation, where a background investigation reveals an arrest, conviction, or pending charges for a criminal offense (excluding minor traffic violations).**
- **All information on this application is public record and may be available for public review.**

I certify the information in this application is true and complete. I understand false statements, misrepresentations or omissions of information in this application may result in rejection of this application. The City is expressly authorized to investigate all statements contained in this application and, in connection therewith, to request a criminal history. I consent to the release of information about my ability and fitness for volunteer assignment by employers, schools, criminal justice agencies, and other individuals and organizations to investigators, personnel staffing specialists, and other authorized employees of the City of Louisville, and release all parties for all liability for any damage that may result from furnishing such information.

In the event that I am selected to serve on a City of Louisville Board or Commission, I agree to comply with all of its ordinances, rules, and regulations. I fully understand and agree to provide my services to the City of Louisville as a volunteer in a voluntary capacity and that I will receive no compensation or benefits for services provided.

I understand that I am NOT insured by the City of Louisville Worker's Compensation Insurance and NOT covered by any Accident Medical Insurance Policy while I am a volunteer with the City of Louisville. I authorize that all necessary first aid steps may be taken as prescribed by qualified personnel.

I grant full permission to use any photographs, videotapes, recordings or any other record of my volunteer participation as a Board or Commission member.

The City will provide any applicant who is rejected as a result of a background investigation information on how to obtain the report and contact information for the reporting agency. Determinations to reject an applicant as a result of the criminal background investigation report are final.

BY SIGNING BELOW, I AGREE THAT I UNDERSTAND AND CONSENT TO THE ABOVE STATEMENT:

MSCATHACRT

Signature

1/23/19

Date

Please submit your application by email to MeredythM@LouisvilleCO.gov or deliver it to the City Clerk's Office, 749 Main Street.

Questions about a board or about the application process may be directed to Meredyth Muth (MeredythM@LouisvilleCO.gov or 303.335.4536).

2019 Revitalization Commission – Supplemental Questions

The Revitalization Commission is responsible for carrying out the Highway 42 Area Urban Renewal Plan adopted in 2006. The Commission meets the second Monday of each month at 7:30 am. Terms are five years. You must be a resident of Louisville to apply.

PLEASE PRINT OR TYPE YOUR ANSWERS TO ALL OF THE FOLLOWING QUESTIONS in the space provided and return this questionnaire *with your application* to the City Clerk's Office (749 Main Street) or email it to MeredythM@LouisvilleCO.gov.

Please limit each answer to no more than 400 words.

1. *Briefly explain your interest in serving on the Revitalization Commission.*

I am a new resident, I have lived in Louisville for just 3-years. I live in the area covered by the Urban Renewal Plan, at the former Rodeo grounds in the North End development. I am the Senior Director on the master HOA board, covering the entire neighborhood/development.

I have a long history of being actively involved with my neighborhood and city. I have participated in local planning, construction and governance in the UK, Austin Texas, and now in Louisville Colorado. I am currently a member of the City of Louisville Cultural Council, serving in my second year.

As a "stay at home Dad" with no plans to return to work, I believe I have both the time, and energy to provide value to the LRC. My background as an Executive Director at both Dell and IBM, will give me the business skills, and planning, to provide valuable input, as well as, where needed, outreach.

I believe the LRC has a key role in exploring ways to both keep Louisville vibrant. Key to that is to keep the existing building stock supported, and working with the city and businesses on replacing necessary properties and updating land use, as needed.

2. *What background do you have with urban renewal or tax increment financing projects?*

2007-2010 - Planning Contact Officer for Austin Texas historic, downtown, home of "Keep Austin Weird" Neighborhood.

In this role, as well as working with home owners and business to review their initial designs and planning applications, Mark was responsible for sheparding through his neighborhood, the convertial Vertical Mixed Use ordinance enabling overlay districts on existing planning/zoning maps. I was able to secure neighborhood approval for the key South 1st, Oltorf and South Congress transit corridors, including the historic and travel destination of South Congress. The nighborhood also agreed to adopt an affordable housing elemnet in exchange for minimum parking requirements. This is still paying off today, some 8-years later as older properties, which are at the end of life, or no longer an appropriate use, get replaced.

I resigned from this role in 2009 to avoid a conflict of interest with a neighboring restaurant that I was in a illegal construction fight with.

2010-2014 Austin (light) rail advocate. I have long been in favor of rail as an alternative form of transport, having grown up in the UK. However, as CapMetro went ahead with it's initial Project Connect, with support from the city, I joined together with a small number other activists to form the core of the OUR RAIL Political Action Committee as part of the NO Campaign, The route chosen was to enable more construction, rather than address the existing, extreme congestion on the University of Texas to downtown route. I funded print ads as well as contributed to TV ads. The rail project was partly funded through TIF. It was though defeated by voters and Austin is still fighting even worse traffic, as most of the proposed construction went ahead anyway.

2012-2014 Member of the Bouldin Creek Neighborhood Association, Austin TX.

3. Describe your understanding of the Highway 42 Revitalization Area Plan.

I have read both the 2006 Urban Renewal Plan and the 2005/2006 Updated Conditions survey.

I understand its' purpose is to maintain the vibrancy of the area covered by the plan by stimulating growth and reinvestment. While the plan area is limited to into and around downtown, the impact will be much broader.

I understand that the plans success is dependent on all the key stakeholders, not just the city. Private developers can be attracted through both appropriate and updated land uses while the citizens, or community are key to get buy in to projects proposed through the renewal plan and framework.

4. *What professional qualifications, skill sets and relevant experiences do you have for this position?*

My business skills cover a broad spectrum of both technical and business areas. Formerly as an Executive Director at IBM and Dell I both participated in, and lead business acquisitions, and the expansion of staff and buildings both domestically and internationally.

While at IBM, in the early 2000's I was a key adviser to the CEO in-waiting, Sam Palmisano. I worked on key strategy objectives, while at the same time being the lead technical negotiator for IBM with the European Commission. My work at Dell included the acquisition for \$2.4 billion, of Quest Software. I was responsible for the 400+ Research and Development organization, spread across 4-continents and 7-countries.

These roles required a solid knowledge of finance, budgets, funding, legal, personnel, and management, as well as outstanding communication skills. The bulk of my career was spent in the US and UK, I have also worked on assignment in Dubai, China, India and the former USSR(in Moscow).

5. *APPLYING FOR REAPPOINTMENT ONLY: Should you be reappointed, what would you like to see the Revitalization Commission accomplish in your next term?*